

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT

Third Year/ First Semester Examination in Business Administration/Commerce-2005/06
(July/August 2007)

MGT 3113 ORGANIZATIONAL BEHAVIOUR

Answer all Questions

Time: Three Hours

01 Read the case and answer the questions below.

CAREER PATH OF SHANTHY

Mrs. Shanthy Gauthaman is an intelligent, creative and energetic lady. She holds a B.Com degree from the university of Jaffna with second class upper division and was appointed as a temporary Asst. Lecturer at the time of recruitment in 1992 at the Eastern University of Sri Lanka. As she was fluent in all three languages with very outstanding, interpersonal skills, she got an opportunity to be selected as a Lecturer (Prob.) at the Open University of Sri Lanka. During her academic career she showed her talents and skills in various community levels through her disseminations of knowledge. She served at this University for one year and got the admission for the MBA at the Postgraduate Institute of Management, University of Sri Jayewardenepura. After the successful completion of the MBA she felt that she has to do something different to the community and she also liked popularity among public. During this period she conducted several work shops and seminars to the public, private and NGO personnel and won the hearts of them through her talents. But the relationship between her and the Head of the Department was declining. Further she confronted with him several times as she failed to do the academic duties when he requested. Because she was always busy with the external activities. After three years of her service at the Open University of Sri Lanka she got an offer from UN's UNDP as Project Director-Training. Then she thought that it would be beneficial for her because as she wanted to uplift her family in the financial wellbeing. During her service in the NGO, she has experienced organizing in various work shops and seminars for Entrepreneurs. After five years as a Project Director, she decided to make what appeared to be a big career change because her contract would be ceased within two months.

She accompanied with one of her friends in the University career Ms.Rohini (who spinster aged 42 years and just now exposed herself as a woman entrepreneur) established a consultancy and training Company called “Synergy Business Consultancy Training Co.Ltd” at her resident at Wattala.In her new career as Managing Directress Company, she initially recruited two personnel from her previous NGO who are also unemployed as consultants and one Accountant who was her student at the East University, a computer operator and a Receptionist. Now Mrs.Shanthy is happy in present career and they are successfully running the company by providing value professional services to various groups of people.

Questions:

i. What can Mrs.Shanthy do to enhance her chances of having a fully satisfy successful career?

(08Mar)

ii. Do you think that the career change in one's life is an advisable decision? Why? Give reasons.

(08Mar)

iii. In your view, what could organizations do to demonstrate that commitment to women who want to have children and parents who want to spend time at home and still pursue a 'serious' career.

(12 Mar)

(Total 28 Mar)

02. a) “Organizational behaviour is an applied behavioral science that is built on contributions from a number of behavioral disciplines”, in this context contrast the psychology and sociology's contribution to organizational behaviour?

(04 Mar)

b) Briefly explain how do organizations measure the employees' dissatisfaction?

(05 Mar)

c) Develop a plan for the organization to introduce a change in an effective way? Explain the steps involved with suitable examples.

(09 Marks)

03. a) What techniques would you suggest to promote organizational learning and improve the quality of decision-making?

(06 Marks)

b) Describe the three needs isolated by McClelland. How are they related to worker behaviour?

(06 Marks)

c) List out three differences between group and individual decision-making?

(06 Marks)

04. a) Explain why managers require knowledge of organizational behaviour?

(04 Marks)

b) How does Lewin's three step model suggest that organizations should manage the change process?

(05 Marks)

c) Define the term personality? Do people from the same family have a common personality type? Discuss why or why not?

(09 Marks)

05. a) Identify the causes and consequences of stress in an organization. What can organizations do to reduce employee stress?

(06 Marks)

b) In what ways can organizational culture increase organizational effectiveness? Why is it important to obtain the right fit between organizational structure and culture?

(06 Marks)

c) What are the effects of group cohesiveness in group decision-making? Discuss whether it is always necessary to go through the five stage model to develop a group?

(06 Marks)